



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
Chief Executive Officer

June 17, 2008

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

**DEPARTMENT OF HUMAN RESOURCES/CHIEF INFORMATION OFFICE:  
AUTHORIZATION TO USE INFORMATION TECHNOLOGY FUNDS (ITF) TO  
SUPPORT ACQUISITION AND IMPLEMENTATION OF  
COUNTYWIDE EMPLOYEE PERFORMANCE SYSTEM  
(ALL DISTRICTS) (3 VOTES)**

**SUBJECT**

The Information Technology Fund (ITF) Executive Committee has voted to recommend utilizing \$2,312,281 from the ITF to support the acquisition and implementation of the Countywide Employee Performance System (EPS) that will provide the ability to electronically track completion of employee performance evaluations, enable managers and supervisors to prepare evaluations on-line, and provide tools to improve employee development. In addition, these funds will support the migration of the Countywide Learning Management System (LMS) to the Internal Services Department's Data Center which will streamline ongoing maintenance and support of the two systems. Board approval of the ITF funding is required in order for the project to proceed. Finally, this includes a contingency for unforeseen issues during the project implementation.

**IT IS RECOMMENDED THAT YOUR BOARD:**

Approve and authorize the use of \$2,312,281 from the ITF to support the acquisition of software and professional services to implement the Countywide EPS, managed by the Department of Human Resources (DHR).

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

In their March 13, 2008 meeting, the ITF Executive Committee voted to recommend utilizing \$2,312,281 funding from the ITF for the acquisition of computer software, hardware, and professional services to support the implementation of a countywide EPS. Also, this funding includes a contingency for any unforeseen issues during project implementation. The EPS will be managed by DHR.

The proposed EPS will improve and increase the efficiency and effectiveness of employee performance management in the County by establishing a uniform approach for the administration and alignment of performance with departmental and County goals. It will promote timely evaluation completion and better communication of performance expectations by using specific and standardized performance requirements for each job classification. The new system will also provide the ability to electronically track completion of employee performance evaluations, enable managers and supervisors to prepare evaluations on-line, and provide tools to improve employee development.

In addition, this proposed project will support the migration of the Countywide LMS to the Internal Services Department's Data Center in Downey. The LMS, which is currently hosted by a vendor service provider, will share data with the EPS, and will be used for compliance tracking, employee performance development, career planning, and succession planning. This move will streamline maintenance and support of both systems as well as interface with the Countywide Timekeeping and Personnel/Payroll System (CWTAPPS). This will also reduce our dependence on system vendors for ongoing support.

Implementation of the EPS within departments will occur in four phases, culminating in complete implementation by December 31, 2009 (Attached).

### **Implementation of Strategic Plan Goals**

This project supports the County's Strategic Plan Goal #2: Workforce Excellence, by enhancing our ability to better evaluate and develop our employees, Goal #3: Organizational Effectiveness, by ensuring that service delivery systems are efficient, effective, and goal-oriented, eliminating the proliferation of duplicate performance evaluation systems, and Goal #4: Fiscal Responsibility, through acquiring an enterprise site license.

### **FISCAL IMPACT/FINANCING**

Following approval by your Board, \$2,312,281 will be awarded from the ITF to support the acquisition and implementation costs, as well as the first year maintenance of this project. The ongoing maintenance and support costs will be offset by billings to County departments.

The ITF funds will be used as follows:

Description	Amount	Comments
EPS software, implementation services, and maintenance	\$1,148,000	Includes the cost of a Countywide software license, first year maintenance, and implementation services for the EPS. The license and maintenance will be acquired through the Purchase Order process.
Migration of Countywide LMS	\$300,000	Cost includes implementation services, development of communication links, and extensive training of County technical staff to support the system.
ISD services	\$654,074	Reflects the cost of ISD project management services and implementation support, purchase of application servers, and server maintenance for the first year.
Project Contingency	\$210,207	Project contingency fund for any unforeseen project implementation issues.
<b>Funding Total:</b>	<b>\$2,312,281</b>	

There are no other fiscal impacts.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

There are no legal requirements or prohibitions related to this recommended action.

### **IMPACT ON CURRENT SERVICES**

The EPS will increase the efficiency and effectiveness of performance management in the following areas: administration, organizational effectiveness, goal and objective management, and competency and behavior development. The system will be integrated with CWTAPPS and the Countywide LMS, with common data shared between the three systems.

**CONCLUSION**

Your Board's approval of the recommended action will authorize the use of ITF funds to implement the Countywide EPS Project, and enable DHR and ISD to purchase the software and services and begin installation of the system. DHR, ISD, and the Chief Information Office (CIO) will partner to implement this project, and DHR will serve as the lead. All ITF grant recipients are required to establish a project plan and provide bi-monthly status reports to the CIO. All projects are established in the Information Technology Project Tracking and Status System (ITTS) and monitored by the CIO.

Respectfully submitted,



WILLIAM T FUJIOKA  
Chief Executive Officer

WTF:ES:  
GS:JY:cg

Attachment

c: Chief Information Office  
County Counsel  
Human Resources  
Internal Services Department

## Employee Performance System Project Plan

<b>Work Plan Development</b>		<b>06/01/05 – 12/11/09</b>
A. Work plan drafts for Countywide classes (175)		06/01/05 - 07/31/07
B. Work plan drafts for Phase I Departments		08/01/07 - 05/30/08
C. Work plan drafts for Phase II Departments		01/02/08 - 06/30/08
D. Work plan drafts for Phase III Departments		07/01/08 - 12/31/08
E. Work plan drafts for Phase IV Departments		01/02/09 - 12/11/09
<b>EPS Automation</b>		<b>02/01/06 – 12/31/09</b>
A. Request for Information (RFI)		02/01/06 – 10/30/06
B. Request for Proposals (RFP)		11/01/06 – 05/30/08
C. Secure Funding		04/13/07 – 06/03/08
D. Implement EPS		06/04/08 – 09/15/08
a. Purchase Enterprise License and Services		06/04/08 - 06/05/08
b. Vendor Analysis		06/09/08 - 06/26/08
c. Vendor Software Installation		06/30/08 - 07/09/08
d. Software Configuration		07/11/08 - 08/12/08
e. User Acceptance Testing		08/13/08 - 08/28/08
f. Project Staff Training		08/29/08 - 09/05/08
g. Cutover to Production		09/08/08 - 09/15/09
E. Phased Departmental Rollout		09/08/08 – 12/18/09
a. Develop Training for Departments (ILT/WBT)		09/08/08 - 11/06/08
b. Upload of Common/Shared Information		09/16/08 - 10/15/08
c. Phased Implementation and Go-Live		11/07/08 – 12/18/09
<b>Phase I Departments: 11/07/08 – 01/07/09</b>		
Agricultural Comm/Weights & Measures Beaches and Harbors Human Relations Commission Office of Affirmative Action Compliance	Board of Supervisors Consumer Affairs Chief Information Office Human Resources	Military and Veterans' Affairs Ombudsman Regional Planning Registrar-Recorder/County Clerk
<b>Phase II Departments: 01/08/09 – 03/06/09</b>		
Alternate Public Defender Animal Care and Control Auditor-Controller	Chief Executive Office Community & Senior Services Museum of Art	Museum of Natural History Public Defender Public Library
<b>Phase III Departments: 03/09/09 – 05/08/09</b>		
Office of the Assessor Coroner County Counsel Child Support Services Children and Family Services	District Attorney Fire Internal Services Mental Health Parks and Recreation	Probation Public Social Services Public Works Sheriff Treasurer and Tax Collector
<b>Phase IV Departments: 05/11/09 – 12/18/09</b>		
Health Services	Public Health	